

personally interview those individuals using a structured, process-focused questionnaire augmented by an unstructured dialogue that will focus on producing a comprehensive picture of the PEO and PM priority and supporting requirements. This effort is being augmented by a parallel exploration of RDE community requirements, and will then be expanded into ASAALT and other domain information requirements. Once completed, PEO EIS will then take the collected information and develop an Initial Capabilities Document (ICD). Those requirements will then be used to support a business case analysis and support the competition for funds in the FY 06-11 POM process.

The FY 06-11 POM support documentation will include an initial Acquisition Strategy, a Life Cycle Cost Estimate (LCCE) and a Business Case Analysis (BCA). The ACE POM documentation will be submitted under the Equipping Program Evaluation

Group. The LCCE will be based on the requirements in the ICD and include hardware, software and operations and sustainment costs. The BCA will estimate ACE cost, its benefits to the Army and the project's economic viability. The BCA will provide PEO EIS and Army leaders with visibility into ACE's capabilities, costs and value, and provide insight into the actions that may be necessary to realize the expected benefits.

Assuming a successful competition in the POM submission, the ACE effort will evolve into a formal acquisition program that will be managed under PM Acquisition, Logistics and Technology Enterprise Systems and Services (ALTESS). PM ALTESS will assess the resources and personnel required to complete this mission. Then, ALTESS will determine and recommend an implementation schedule to the Governance Board. ASAALT will sponsor the ACE's central funding and work to

support PEO EIS in delivering an incremental suite of evolving capabilities that provide priority solutions to the domain at large. By implementing a centrally funded, comprehensive suite of priority capabilities that meet the domain's life cycle needs, and its participation in the larger Army and defense community, ASAALT will be furthering the objectives of Army transformation and providing more effective and capable services to the warfighter at substantially less cost.

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## The DCMA Program Status Visibility Initiative

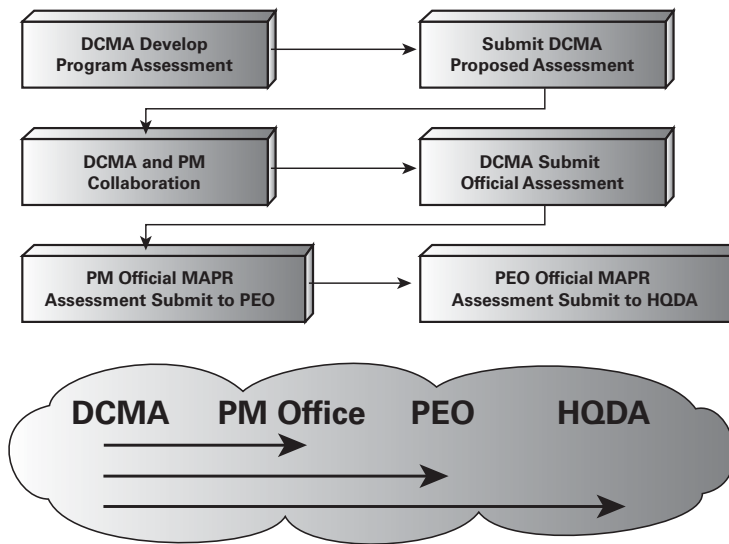
LTC Bob Ordonio and Betty Hearn

BEST BUSINESS  
PRACTICES



**F**ast-paced development is happening throughout the Army acquisition community to provide warfighters the best products and services available. Hence, many new acquisition initiatives are being identified and implemented to support the program manager office (PMO) in achieving program success. One such acquisition program currently being implemented is the Program Status Visibility (PSV) initiative. This initiative is a joint endeavor between the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) and the Defense Contract Management Agency (DCMA). The initiative will facilitate a collaborative environment between the PMO and DCMA on program assessments. The PSV initiative will provide PMOs, program executive offices (PEOs) and HQDA timely information on major defense programs and will assist in developing an integrated and collaborative approach between ASAALT and DCMA in assessing acquisition programs.

## Business Process Flow and Visibility



DCMA's mission is to partner with PMOs to provide information on an acquisition program's cost, schedule and performance. DCMA is collocated with defense contractors in their facilities and monitors the areas that are of PMO concern. DCMA works with the PMO staff daily to provide this critical support. DCMA provides PMOs with an independent monthly program status. This status report assesses the program's health. The PMO, in turn, provides a monthly program assessment to the PEO and HQDA. Occasionally, the PMO and DCMA report conflicting assessments. When this occurs, efforts are extended to reconcile the discrepancies. This situation breaches the "one-voice" concept. To resolve such issues, ASAALT uses the PSV initiative.

The PSV initiative's purpose is to provide an environment where DCMA and the PMO can collaborate on the program's assessment and provide the one definitive voice on program status.

On June 20, 2003, Donald Damstetter, Deputy Assistant Secretary for Plans, Programs and Resources signed the Program Status Visibility Pilot policy

memorandum. This memorandum set the stage for this business process initiative (BPI) collaboration between DCMA and the acquisition community. It established a collaborative environment and unified approach to assessing a program's health by providing a link between DCMA, PMO, PEO and HQDA. Both DCMA and the PMO



The JTRS Cluster 1 participated in the PSV automated pilot program. The JTRS Cluster 1 provides the warfighter with a software-reprogrammable, multiband/multimode capable, networkable system that provides simultaneous voice, data and video communications.

will use the same criteria ratings and assessment colors in providing the program's assessment, thereby promoting a mutual understanding of the definition for each assessment rating and color throughout the process for each level.

## Concept Validation and Implementation

Working with PEO Intelligence, Electronic Warfare and Sensors, an initial manual pilot with DCMA and PM Aerial Common Sensor started the PSV initiative. The manual pilot's assessment concluded that this BPI would help solve the problem by supporting open and common dialogue between the PMO and DCMA. ASAALT decided to automate this business process incorporating lessons learned from the manual pilot. To automate the process, ASAALT selected PM Acquisition, Logistics and Technology Enterprise Systems and Services (ALTESS) in Radford, VA. When PM ALTESS completed the development of the automated solution, ASAALT conducted another pilot in August 2003. The automated pilot program included PM Phoenix Battlefield Sensor System, PM Black Hawk (UH-60), and PM Joint Tactical Radio System (JTRS) Cluster 1.

## Aligning Information Technology (IT) With Business Process

The Acquisition Information Management (AIM) system hosts the PSV initiative. The AIM system's goal is to provide automated tools to assist PMs to proactively manage assigned programs. The AIM service's core is a relational database that allows the PMO to retain program data ownership while providing data access to higher levels of the Army AL&T Workforce and aggregation of this data to support statutory reporting requirements.

AIM was modified to incorporate a new DCMA module. The DCMA module is used by DCMA to enter an independent color-coded monthly program assessment. The DCMA assessment uses categories from the Defense

Acquisition Executive Summary. These categories are also used in the Monthly Acquisition Program Review (MAPR) process as follows:

- Performance characteristics
- Test and evaluation
- Logistics requirements
- Cost performance
- Funding
- Schedule performance
- Contracts
- Production
- Management
- Interoperability

For each category listed above, DCMA assigns a color code rating as follows:

- **Green.** Program on track. All aspects of the program are progressing satisfactorily. Some minor problems may exist, but appropriate solutions are available.
- **Green advisory.** Program is generally progressing satisfactorily, but some event has occurred or is anticipated that will require additional effort and emphasis by the PM and/or contractor.
- **Yellow.** Potential or actual problems. The program is generally progressing satisfactorily, but some event has occurred or is anticipated that is expected to impair progress against major objectives in one or more segment(s) of the program.
- **Yellow advisory.** Program is generally progressing satisfactorily, but some event has occurred or is anticipated that is expected to impair progress against major objectives in one or more segment(s) of the program.

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- **Red.** Major weakness. Some event has occurred that seriously impedes successful accomplishment of one or more major program objective(s), requiring reorientation or reprogramming of the effort, with the advice and consent of the PEO, Component Acquisition Executive or Defense Acquisition Executive.

- **Red advisory.** This rating indicates that the program has experienced some event that has caused a change in a major weakness.

Based on the color code rating, DCMA enters comments. Comments for a color rating of green are optional, but recommended. All other color code ratings require comments. The comment area provides the PMO specific information on the selected color code rating. An "option-out" selection is provided to DCMA for any category not assessable.

### MAPR Reuse

PMOs and PEOs use the MAPR to provide program assessments to HQDA, to include the Secretary of the Army, Under Secretary of the Army, Army Chief of Staff and Army Vice Chief of Staff. To facilitate this initiative's implementation, ASAALT and DCMA decided to link the DCMA assessment with the MAPR. HQDA, PEOs and PMs can view the DCMA assessments via MAPR. This strategy minimizes training requirements and incorporates the "enter once, use many" philosophy.

### Business Process

When developing the business process, the intent was to forge a special relationship between DCMA and the program office. To maintain and foster the current relationship between DCMA and the program office, the PSV initiative will coordinate the DCMA program assessment through the program office. The business process starts when DCMA initializes the monthly program assessment. The figure represents the business process and the DCMA program assessment visibility during each step. At this point, the program assessment's status is in "draft mode" and the visibility is at DCMA only. The draft mode allows DCMA to assess each MAPR category and assign a color code rating. After program assessment completion, it is submitted to the PMO in the "proposed status" mode.

In the proposed status, the assessment is visible to DCMA and the PMO via the MAPR application. The proposed status provides a collaboration period regarding the written DCMA assessment between the PMO and DCMA. In addition to normal day-to-day conversations between the PMO and DCMA, the collaboration period provides a more structured opportunity for open and common dialogue between the PMO and DCMA for any issues presented in the assessment. The length of time for this collaboration period is mutually agreed on. At the end of the collaboration period, DCMA makes modifications to the program assessment and submits its program assessment in the "official status." In the official status, DCMA and the PMO have program assessment visibility.

Next, the PMO does its monthly program assessment via the MAPR application. While the PMO is preparing its program assessment, they can view



The automated pilot program includes PM Black Hawk. U.S. Army photo by SPC Kieran Moore.

the DCMA assessment status (proposed or official), the color code rating and any comments entered by DCMA. When the PMO completes and submits the program assessment, the program assessment is now “official,” meaning the DCMA program assessment is visible to DCMA, the PMO and PEO.

However, if the DCMA program assessment is only in draft or proposed status and has not been submitted as official, the DCMA assessment is locked out and they will not be able to submit the assessment for the month. This means careful coordination by the PMO and DCMA must be followed to ensure any DCMA official assessment is submitted before the PMO submits its own assessment as official and inadvertently locks out the DCMA assessment. If draft or proposed DCMA program assessments exist, the application will lock and copy the assessment to the next month into draft status. This eliminates the need to start an assessment from scratch each month and provides a starting point for the next month’s assessment.

Following the MAPR process, the PEO has the opportunity to provide comments on the PMO’s program assessment. Once the PEO has entered any comments, the PEO can submit the program assessment. The PEO will then submit the assessment to HQDA as official. In the official status, the PM, PEO, HQDA and DCMA can view the official DCMA program assessment. All stakeholders in the process will have the capability to read the program assessment entered by the PMO and DCMA, but won’t have the capability to make changes to that program assessment. Additionally, the only way that one can see the DCMA assessment is with the PM assessment. Again, this was done to ensure that the collaborative relationship between DCMA and the PMO was maintained. This completes the business process flow between all stakeholders and helps enforce the one-voice program assessment.

### The Path Forward

As of December 2003, ASAALT and PM ALTESS have trained DCMA Headquarters, East and West, on the

business process and the DCMA module within AIM. ASAALT developed a policy memorandum to implement the initiative. ASAALT distributed this policy memorandum, *Implementation of the DCMA Program Visibility Initiative*, to the acquisition community in January 2004.

The PSV initiative is a new BPI being provided to support the acquisition community. As issues were identified, a concept validation and implementation phase was performed confirming that solutions to the issue were accurate. The new validated business process was aligned with the current IT to take advantage of reuse capabilities, as opposed to starting from scratch with a brand new system. Finally, the IT solution, along with the validated business process, will provide PMOs, PEOs and HQDA timely information on major defense programs and will continue assisting in developing a fully integrated and collaborative environment.

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